

**MEETING OF THE
EXECUTIVE COMMITTEE OF THE
TRANSPORTATION AUTHORITY OF MARIN**

WEDNESDAY, DECEMBER 8TH, 2004

Executive Committee members present: Cynthia Murray, Marin County Board of Supervisors
Steve Kinsey, Marin County Board of Supervisors
Al Boro, San Rafael City Council
Alice Fredericks, Tiburon Town Council
Lew Tremaine, Fairfax Town Council
Peter Breen, San Anselmo Town Council

Executive Committee member absent: Joan Lundstrom, Larkspur City Council

Staff Members Present: Craig Tackabery, TAM Executive Director
Dean Powell, Principal Transportation Planner
Carey Lando, Senior Transportation Planner

Chair Kinsey called the Executive Committee meeting of the Transportation Authority of Marin Meeting to order at 3:10 p.m.

- 1) Approval of Minutes from November 10th, 2004 Meeting

Commissioner Murray moved to approve the minutes. Commissioner Fredericks recommended that item #2, second paragraph, be revised to reflect the following statement: The Governor negotiated gaming compacts to provide funds to the state which would have been voided if either Prop 68 or 70 passed. As Propositions 68 and 70 failed, the Governor's plan is to sell bonds, backed by those Indian gaming compacts to provide monies for transportation. The compacts, however, are tied-up in litigation with the state card clubs (Prop 68). Motion was seconded by Commissioner Fredericks. Motion passed 5/0/1.

- 2) Executive Director's Report

Executive Director Tackabery reported about consent item on the CTC's agenda meeting tomorrow. When the CTC first provided notice of the funding they were to allocate to STIP projects, they should have taken into account the escalating needs of the Gap Closure, yet that was not included. Together with MTC, TAM was able to get them to include the Gap Closure, providing \$1.97M.

There will be a meeting pertaining to the Comprehensive Transportation Management Plan (CTMP) next week. Dean Powell said a draft range of alternative plans is being released, which staff would like to study to improve access to the south western parklands, including Muir Woods, Mt. Tam state park. Staff is studying various approaches to the problem which will be available to the public for comment December 15 from 6:30 to 7:00pm at the Bay Model in Sausalito.

- 5) Overview of TAM 18-Month Program & RFQ

Chair Kinsey said in the attempt to launch a sales tax authority, the TAM Board took immediate action to give direction to the immediate needs of the local fixed route bus service. Over the next 18-months, Chair Kinsey recommended Commissioners see this as a transition period, moving

from just a congestion management agency with state and federal programs like the STIP and TDA, to a multi modal agency with sales tax authority.

Consistent, auditable, organizational structure and strategic planning is needed and overseen by a Citizens Oversight Committee. Decisions must be made about the important relationship between the MCTD and the GGBH&TD, via a short-range transit plan which is required to be completed this year. We have a congestion management program which has been consistently reviewed and revised every 2 years, and by law, the program needs to be adopted by the end of the year in order for local jurisdictions to be eligible to receive federal funding.

Yesterday, Al Boro, Steve Kinsey, Craig Tackabery and staff from differing transportation agencies, such as Napa, Sonoma, San Mateo, Alameda counties and an MTC representative, met to discuss shaping successful strategies for approaching and completing items listed above.

Executive Director Tackabery said that last month at the Self Help Counties Conference he asked similar agencies how they would proceed given Marin's passage of Measure A. He assembled lists of tasks and related work programs and asked representatives at yesterday's meeting to comment and critique his list. Mr. Tackabery has developed the RFQ and related work program.

Some of the important areas of the 110 tasks in need of coordination include:

- Consultant selection, including a team
- Institution creation, establishing TAM as an independent agency
- What is the organization? Produce a White Paper; look at TAM's relationship with MCTD and the Countywide Planning Agency
- Identify salaries and job descriptions, overlapping with County staff
- Goal is to have the Authority's staff completely independent by July, 2006
- Employee benefits, including retirement
- Financial system organization; a system including a programming and monitoring database, based on a 5-year strategic plan
- Independent office formation
- Performance standards and eligible expenses; distributing sales tax monies to cities and towns; reports needed; signage; public press releases/news articles on money distribution
- Strategic Plan, encompassing all the programs, including integration of congestion management plan, which identifies deficiencies in the system
- Outreach Plan; branding Measure A
- Communications Plan; there's a vacuum as to what's happening with the MCTD and Gap Closure
- Website rebuilding
- CMP, which is driven by MTC's schedule
- Budget
- Forming a Technical Advisory Committee (TAC) to advise Authority on infrastructure
- Forming a Citizens Oversight Committee (OC) which reviews expenditures; goal is to have a OC in place prior to beginning of next fiscal year
- Halfway through Strategic Plan, look at financial options; hiring a financial advisor, to be prepared to issue debt when Gap Closure needs it
- Short range transit plan; will GGBH&TD be the local provider next year?
- Community based plan in the Canal District, integrated into the Short Range Transit Plan
- RM2 Project, and staff Project Manager hiring; interviews to be held within 3 weeks
- CMA funding programs such as STIP, HIP, Local Streets & Roads, TDA, TFCA, Bicycle Programs
- Gap Closure and resolving issues with Caltrans; completion by 2008

- Financing plan for the Narrows

Commissioner Boro said the charting of the activities is ideal, and believes a goal should be to have an Executive Director (ED) on board by July 1, 2005. He said timeline goals for job descriptions and salaries should be by February 2005. Initially, the hiring could include that of a contracted employee who could eventually become the Authority's permanent employee. A "General Manager/Coach/Quarterback" combination of an employee is needed now.

Does TAM want the Authority to be an independent body? Does TAM wish to contract services; does it wish to contract with the County of Marin? The assumption is yes, yet all options need to be reviewed, which is the purpose of a White Paper. One of the first tasks, to hire a consultant, should be to hire "a transition manager" and various technical consultants which provide Executive Director Tackabery with staff.

Mr. Tackabery said he has been given direction by TAM Commissioners to proceed with the consultant hiring via an open process. Commissioner Boro requested to discuss administration needs, yet he said the role of TAM, the MCTD, and the Countywide Planning Agency is a larger issue, specifically, how the position is to be structured. He said recruitment for Executive Director and (lead) consultant (team) should be conducted simultaneously, which would cut 6-months off Mr. Tackabery's planned schedule.

Commissioner Breen asked if a new hire would be at a disadvantage for being hired late-in-the-game when so much has occurred in the past 6-months. He also voiced his concern about community perception. We voted for this a year ago; the ED needs to be publicly "branded" as soon as possible. Commissioner Tremaine said whomever is hired will want to have a hand in the current tasking of issues. Commissioner Murray said there is pent-up public demand for TAM to produce now. We have to be calculated in getting out information to people as quickly as possible, and demonstrating success as quickly as possible. The community is not going to appreciate a long, drawn-out process; they wish to see results now. We need to show progress wisely and keep the trust of the voters; thereby hiring an Executive Director now will do that.

Commissioner Tremaine said communication with the public is vital, therefore, is a communication subcommittee needed now to assist staff? Chair Kinsey said this is the responsibility of a consultant (team). DPW's agreed to release 25% of Craig Tackabery's time to devote strictly to TAM, which is all the staff dedicated to TAM at the moment.

To offer a balanced view of hiring an ED immediately, Chair Kinsey offered that by not taking the time to understand who we want to be as an organization, we run the risk of being sloppy, having to refocus, and then get going again which could be construed by the public as a "false start." Commissioner Murray said the objections above could be met by conducting a thorough interview process with candidates. Commissioner Boro gave the example of the WTA, who acquired a retired Bechtel executive as its ED; someone possessing good organizational and planning skills whom were willing to simply get the WTA ball rolling.

Chair Kinsey suggested February 2005 as the time to give Craig Tackabery the authority to hire a consultant to assist with organizational structure options, job descriptions, choices and production time for our second meeting. Commissioner Boro asked if the Exec Comm. could hire a headhunter, seeking candidates nationally, specializing in this arena.

Commissioner Breen suggested putting out an RFQ for the ED. Other organizations have already undergone this process; let us use their expertise. We might acquire a qualified ED "on the move" from another organization, ready to simply get the Authority up and running. Commissioner Murray suggested skipping the RFQ and go right to recruitment. Commissioner Tremaine said

Commissioner Breen is on track. We need somebody who's done this job before, and who knows what the job is already.

Chair Kinsey said an outside consultant can assist with the really tough questions, e.g., will the new ED bring a land-use focus to the job, or, will they bring the Countywide Planning Agency component further into the TAM, or, would this person envision the TAM taking on the MCTD responsibility, and then, the job description can be written.

Commissioner Murray said the most likely candidate is one who has most likely already done a similar job, therefore we want to hire a recruiter who's worked in transportation recruitment to assist with writing the job description, review the pay, and help us bring someone on-board as quickly as possible. She said recruitment is a fishing expedition, whereby we receive as many resumes as possible and screen out those who do not fit. We want a writing example from applicants to ascertain their communication skills, etc. Commissioner Tremaine said all of Commissioner Murray's specific suggestions can be given to the recruiter, and, the qualified person does need to have a core competency in running an Authority, if not simply having set one up before.

The Transitional Work Program and sequencing needs to be itemized for next week's regular TAM meeting agenda. Significant logistical and economical issues exist, explains Chair Kinsey, and that the contract administrative issue needs resolving. Executive Director Tackabery asked for clarity in the Ex Comm.'s direction for him to conduct recruitment, and not a needs assessment. Chair Kinsey recommended a sole-source contract for recruitment and a sole-source contract for organizational development, to come to us in time for TAM's January 2005 meeting. We might need a special meeting in addition to February's regular meeting.

Commissioner Boro explained that WTA staff, as in his example above, did not conduct their ED recruitment; a subcommittee of the WTA Board did by going out, interviewing a couple of recruiters, told them what the WTA wanted, and the recruiters reported directly to the WTA's Board. The Board was in charge of the recruitment; they are going to work for the Board. In this manner, Mr. Tackabery can strictly work on a needs assessment for the time being, while the Board conducts the recruitment process.

Executive Director Tackabery affirmed that a TAM subcommittee can make a selection for whatever recruiter the TAM Board chooses, and negotiate the contract. He will, however, have to be included in the loop, as he will have to make sure adequate funds are budgeted.

Commissioner Murray motioned to recommend to the TAM at this next week's meeting to give Executive Director Tackabery the authority to enter into sole-source agreements for a recruiter and the organizational analysis consultant, under the guidance of the Ex Comm. Executive Director Tackabery recommended the motion also reflect the desire to have a subcommittee be appointed to hire the recruiter. Motion was amended to specify the Executive Committee as the subcommittee. Commissioner Boro seconded the motion. Motion passed 5/0/1.

Don Wilhelm asked for clarity. Chair Kinsey explained there are two consultants at issue here; one is an executive recruiting firm; a private consulting group to work with the Ex Comm. on salary, job description, the recruitment package itself, and more. The second contract would be for someone to conduct an organizational assessment, how other organizations are structured, staffing and scope services. This second contractor would report to TAM the choices it has and what exists throughout the Bay Area.

Commissioner Murray said other agencies recommended to TAM have benchmarks, performance measurements; Chair Kinsey said this would fall under Strategic Planning. The (public)

communications strategy and process, needs to be more than just a subcommittee of TAM. She said it needs to be more organized and refined, and may mean getting another consultant involved, to produce a newsletter, a website, a newspaper column; regular consistent formats in different levels. Chair Kinsey suggested that the organizational development paper address the communication structure. Commissioner Murray said that possibly fewer members than the Ex Comm. need to meet with local editorial boards so that everyone is "...speaking the same story," and we are not putting out misinformation.

Commissioner Boro asked if TAM could get a dry-period loan from the County to pay for the recruiter and top consultant. Executive Director Tackabery said we have \$30K budgeted as our consulting pool of funds.

Executive Director Tackabery asked for additional clarity on how to approach the RFQ process for all of his listed tasks, which are all interrelated and all are starting in March 2005. An RFQ could be released this Friday, with the Ex Comm.'s direction. Chair Kinsey said this is for the consultant team which would work with TAM over a 12 to 16 month period on the integration of all four programs, financial planning, final organizational structure, staffing requirements, and procedures. Mr. Tackabery said #7 and #8 are "off the table" because they will be done separately. The Ex Comm. collectively agreed that yes, the rest of the package should go forward, and be agendized for next week's meeting.

The February 2005 meeting would be a workshop, explained Mr. Tackabery, where TAM goes through the elements, selects which tasks to begin, and to proceed with a Scope of Work. Chair Kinsey suggested the workshop be outside of the regularly scheduled TAM meeting, and asked the Ex Comm. if a 4-hour workshop beginning at 9:30am on a Saturday would be acceptable. The Ex Comm. agreed. Mr. Tackabery will provide a tentative February 2005 date for the TAM Commissioners at this next week's meeting.

3) Status Report on Regional Rideshare Program – MTC Offer to Delegate to TAM Employer Outreach and Services

Executive Director Tackabery reported that Carey Lando had a meeting with MTC contractor today.

Dean Powell reminded the Ex Comm. that on 10-06-04 this item was discussed because MTC offered to delegate to TAM outreach responsibilities for Marin ridesharing. There is a new contract, an RFP outstanding, which RIDES, the current contractor, is competing for which would begin in FY 2005-06. Related to this issue, our sales tax expenditure plan, as explained on 10-06-04, listed TDM as an eligible expense under Strategy #3, and MCTD will conduct its own employer outreach marketing surveys for the short-range transit plan.

There was acknowledgement that the Workforce Investment Board is interested in conducting some employee transportation surveys for Marin commute patterns with major employers. Recognizing we had all this interest and possibility, we wanted to further investigate the offer to become responsible for the local outreach component to improve the marketing in Marin, being offered by MTC. Since 10-06-04, MTC changed the RFP to allow the offer of delegation of this duty three years into the six-year-cycle of the contract.

Mr. Powell explained staff is discussing how to get more involved in and improve outreach with the community. The MTC meeting attendees today suggested that outreach efforts by RIDES within Marin have been substandard. It was agreed that a Task Force be formed to meet on a quarterly basis to determine which employers have been contacted, what employers have participated in the survey process, who are the next set of employers to be contacted, what events have been scheduled. It was also agreed that the Task Force would provide significant data already collected

from employers such as Lucas Film, AutoDesk, Fireman's Fund, and more. The group will meet again in March 2005.

Chair Kinsey said MTC was providing TAM an opportunity to receive \$70K per year to take over the outreach services conducted locally. It was staff's assessment that we have a new representative, an outreach coordinator from RIDES. It will show us what they can bring to the table, and give them a chance to deliver on those services.

The \$70K allows us to take over MTC's duties, but there is nothing in the current proposal that allocates a certain amount of funds to Marin; the money is part of a regional pot, split among counties. Chair Kinsey said we would want to do this ourselves.

Executive Director Tackabery reiterated that we will not be seeking delegation at this time and will reevaluate in three years. During this evaluation period, we will form a Task Force of commute alternative agencies, MTC's contractor, MCTD, GGBHTD, WIB, and coordinate with SCTA, our Sonoma counterpart.

4) Status Report on Community-Based Transportation Planning Grant from MTC for Economically Disadvantaged Communities

Carey Lando reported that at last meeting, MTC and City of San Rafael Planning staff was present to discuss what MTC was offering as a community based transportation planning opportunity in less advantaged areas of the County. A MTC staff report was distributed. Recommendation is that they fund the Canal Area for the January 2005 start of planning efforts.

Staff hopes to have MTC's decision on this funding effort soon. Commissioner Breen asked what is being planned. Ms. Lando explained it is a specific plan for the Canal Area to work with community based organizations to identify what is lacking, what transportation and pedestrian needs they have, etc. This is a stepping-stone for possibly securing future federal funds, i.e., TLC funds, to help make those improvements. Chair Kinsey said it is also part of a larger effort on a regional level to bring social justice component to our investments. It also sets the stage for competitive regional dollars which will move into these communities.

6) Open Time for Public Expression

Chair Kinsey expressed his gratitude to, and respect for, Executive Director Craig Tackabery for his diligent assistance to TAM this past year. There is a lot of work to be done, and we could not have ever made it through the process thus far without his guidance. Commissioner Boro also commended Mr. Tackabery for his outstanding work, and said he was pleased that Mr. Tackabery is now out of the recruitment loop so that he may tackle the more urgent tasks.

Executive Director Tackabery also clarified that the Marin County staff, including himself, is on-board for 18-months. If the TAM commissioners wish to amend this time-period, it needs to be agreed upon immediately. All concurred that TAM will fund the assigned Marin County staff for this transition period.

Chair Kinsey adjourned the TAM Executive Committee meeting at 4:25 p.m.